

Navigating Intergenerational Conflict

A New Framework for Sharing and Receiving Wisdom

CHIP CONLEY

Former Airbnb Strategic Advisor for Hospitality + Leadership
Founder, Modern Elder Academy

**“If you shipped a feature and nobody used it,
did it really ship?”**





SOS!

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FEA TURE





**What percentage of Americans have
a boss younger than them?**

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The majority of Americans will have a younger boss by

2025



**What's the average age of employees
at Silicon Valley's tech giants?**



What's the average age of employees
at Silicon Valley's tech giants?

30



60 may be the new 40 physically



30

is the new 50 for workplace power



**What percentage of millennials
want a mentor?**

The image features a vibrant sunset background with a gradient from yellow at the top to purple at the bottom. In the foreground, the silhouettes of two hikers are shown on a mountain peak. One hiker is standing on the right, wearing a hat and a backpack, reaching out to assist another hiker who is crouching on the left. The scene is set against a backdrop of a bright sun setting behind a mountain range.

What percentage of millennials
want a mentor?

75%

**Millennials who
intend to stay with an
organization for more
than 5 years are
twice as likely
to have a mentor**





**What's the fastest-growing age demographic
in the labor force today?**



What's the fastest growing age demographic
in the labor force today?

60

and older

Between

2016-2026

nearly half of the labor force increase
will come from older workers



A woman with long brown hair and a man in a green shirt are smiling and looking at a laptop. The man is pointing at the screen. They are in a modern office with a high ceiling and large windows. In the background, other people are working at desks.

The
Economist

WHAT MAKES
A GOOD **LEADER?**



MIT Sloan
Management Review

Older and Wiser? How Management Style Varies With Age

While younger managers prefer narrower, more technical approaches, older ones tend to work through others and focus on the big picture.

Julian Birkinshaw
James Manktelow
Vittorio D'Amato
Elena Tosca
Francesca Macchi

**“How can I support you to do the best work
of your life here at _____?”**

– Chip Conley

	Younger Managers	Older Managers
Managing Yourself	Personal Discovery	Mature Reflection
Managing Others People Focus	Instrumental Techniques	Intuitive, Savvy
Managing Others Task Focus	Narrow Expertise	Holistic Oversight
Managing Context Internal Focus	Self-Centered Shaping	Inclusive Collaboration
Managing Context External Focus	Market-Driven	Purpose-Driven



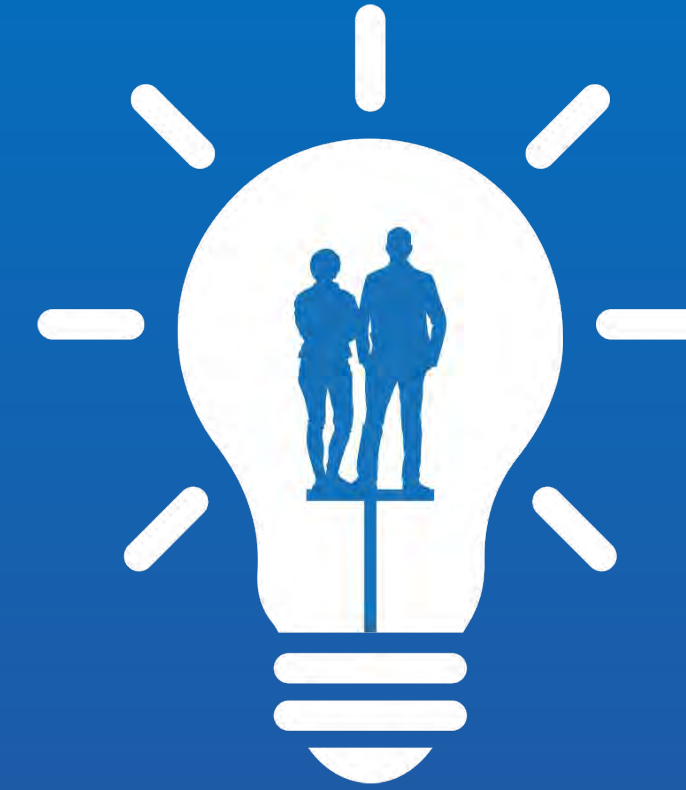
“As artificial intelligence leads to the automation of many routine and technical activities, **we believe there will be a premium on managers — in many cases, older managers** — who have cultivated innately human qualities such as judgment, intuition, and an ability to reflect.

To the extent that experienced managers are also able to keep up with advances in technology, **those human qualities should stand them in good stead in the years ahead.”**

– *MIT Sloan Management Review*



Mutual Mentorship



Tracking and Cultivating Wisdom



**Value Age & Cognitive
Diversity on Teams**



**Develop a Shared
Language to Maximize
Team Collaboration**

WISDOM
@ WORK

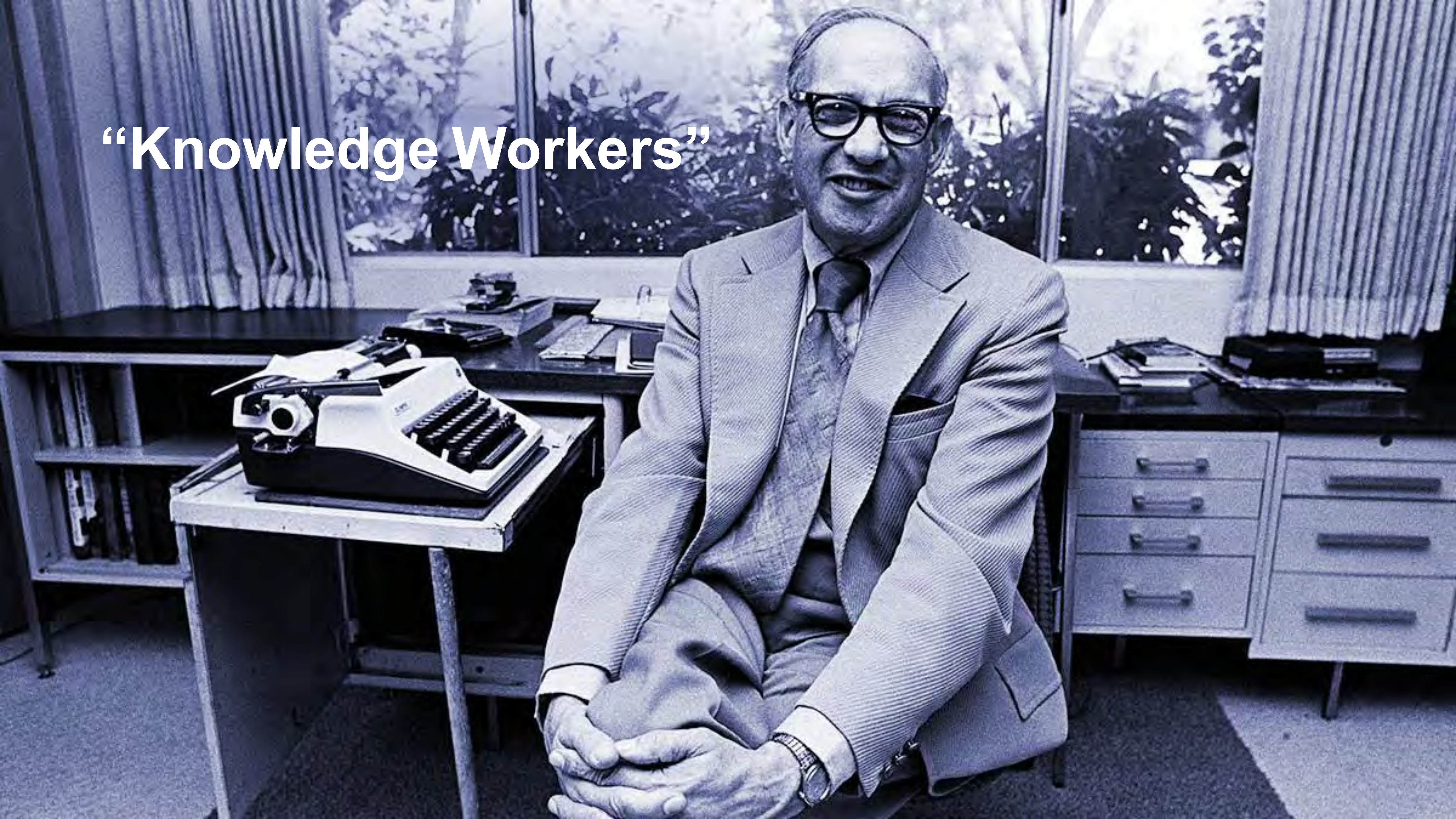
THE MAKING OF A
MODERN ELDER



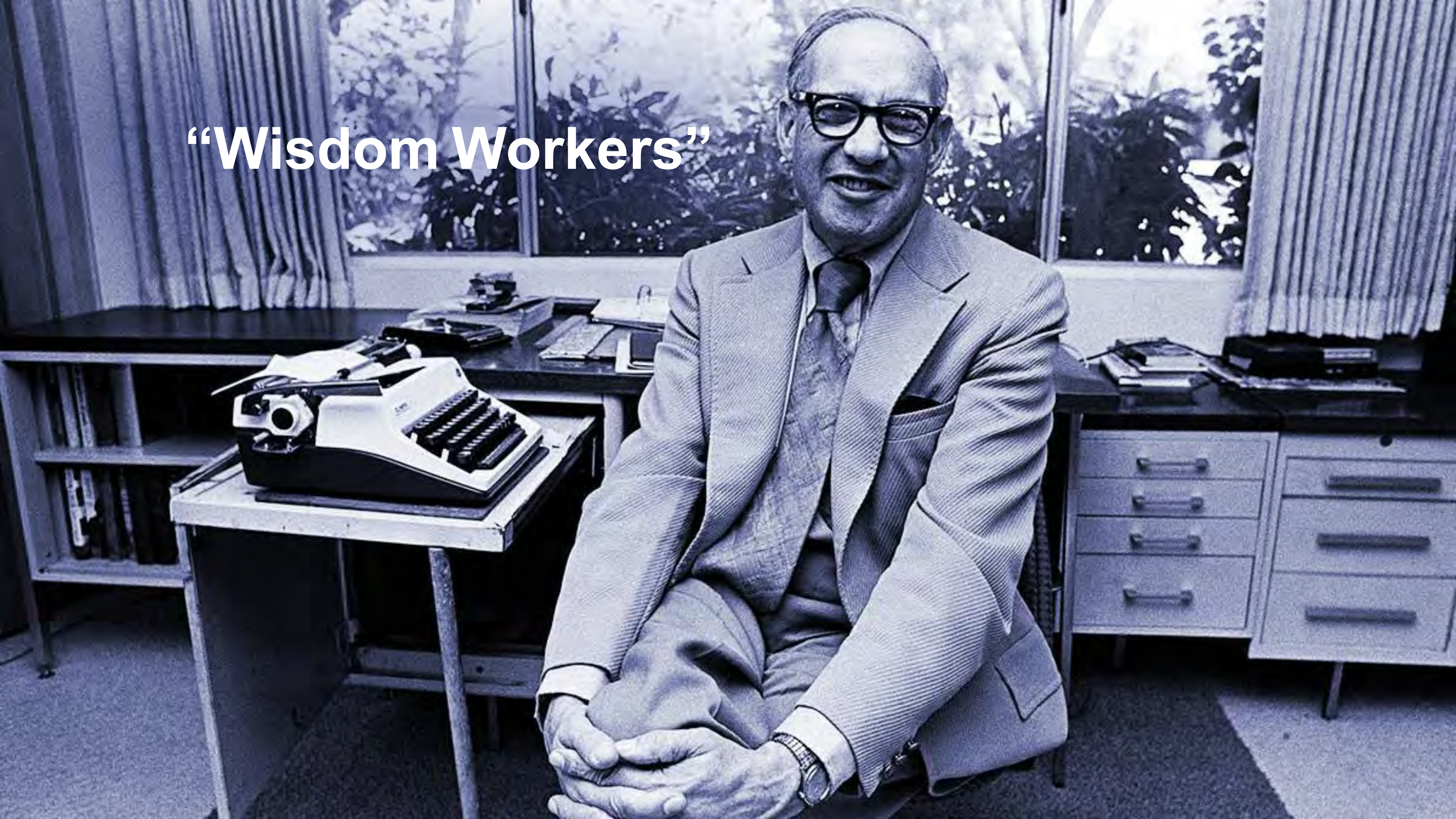
CHIP CONLEY

"Chip Conley will be your guide in learning how to cultivate
a beginner's mind . . . and be the sage counselor."
—from the Foreword by Brian Chesky, cofounder and CEO, Airbnb

“Knowledge Workers”

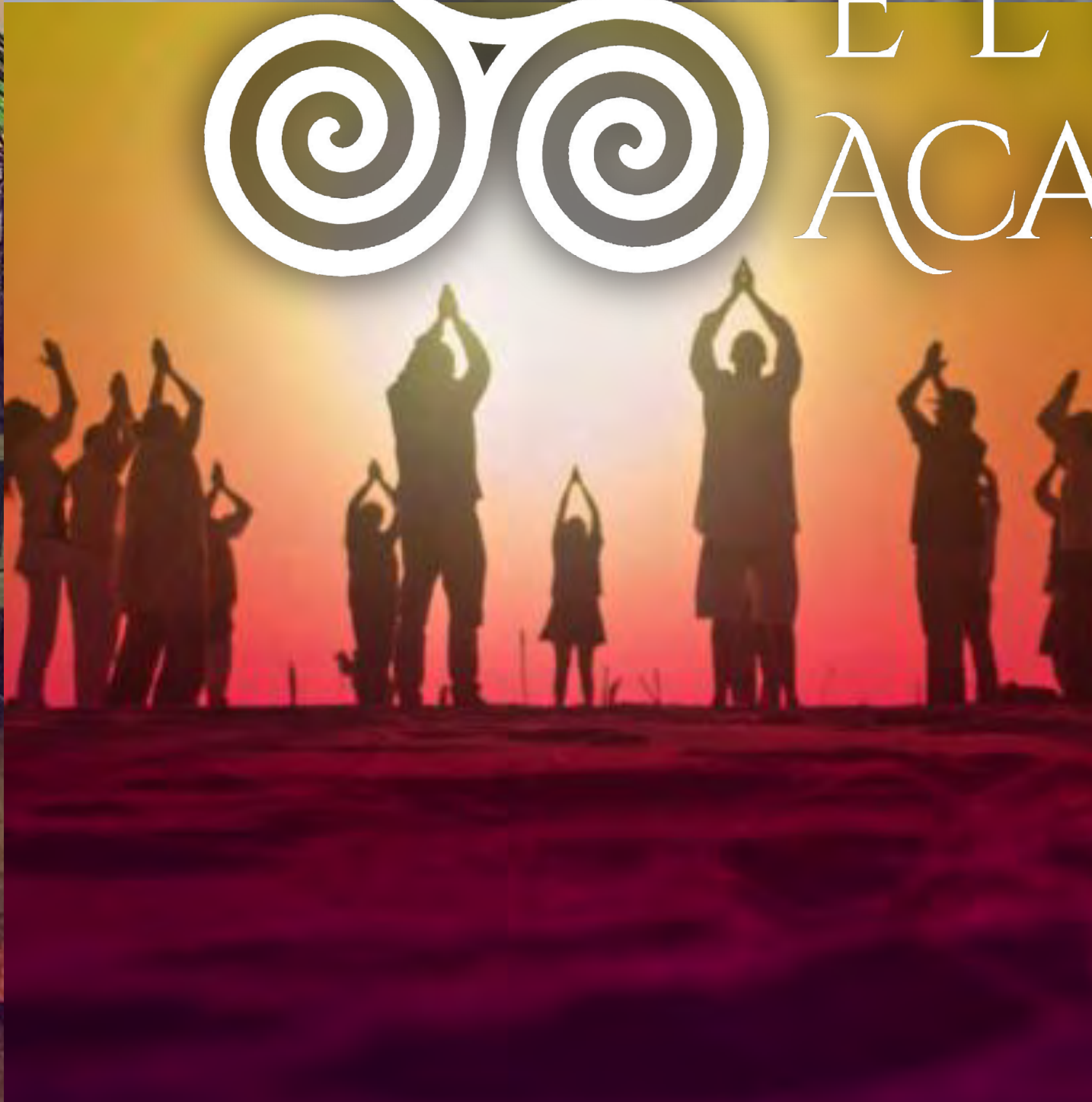


“Wisdom Workers”





MODERN
ELDER
ACADEMY



Thanks!

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